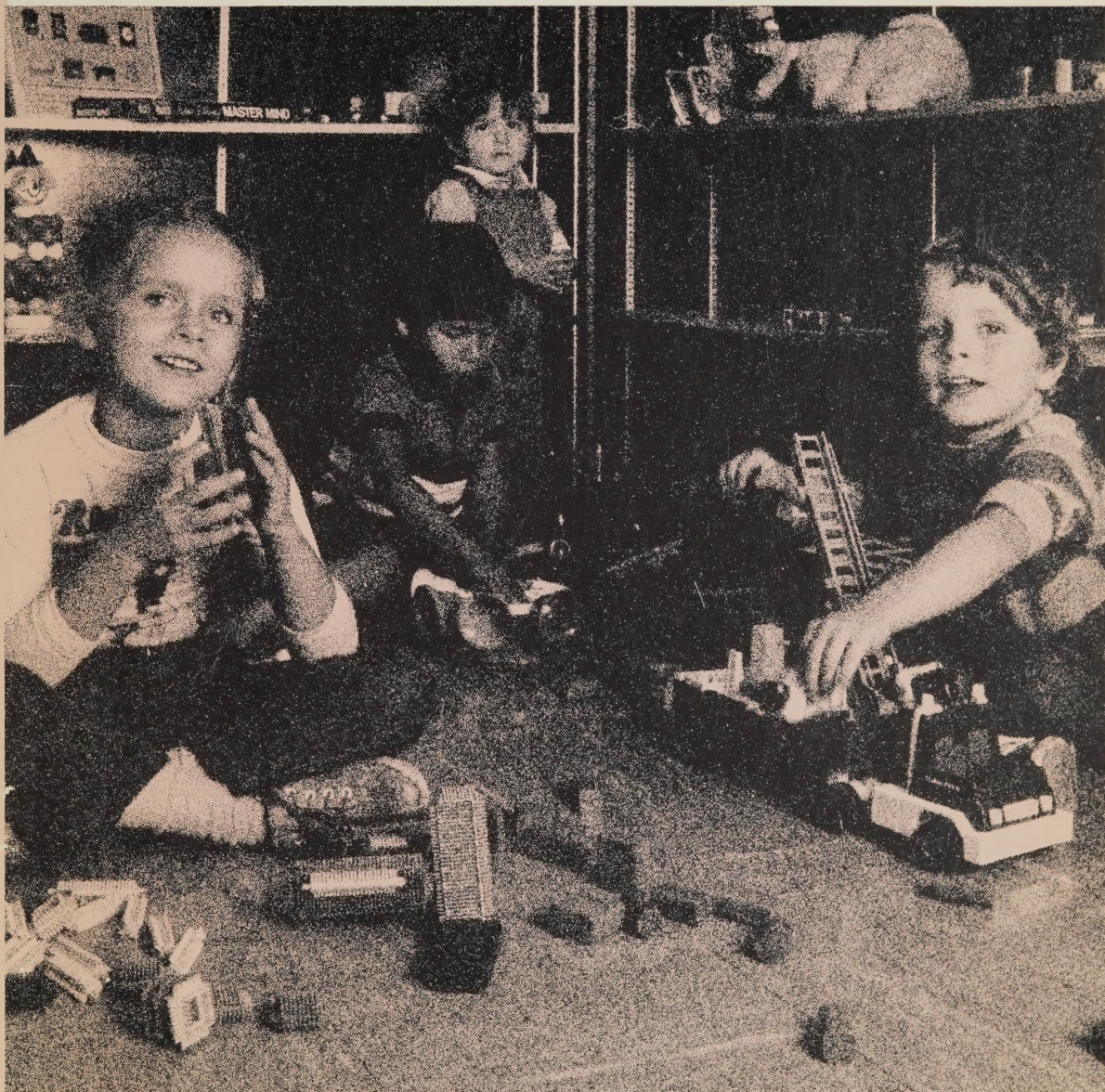




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Facility Management Program



Ministry of
Tourism
and
Recreation

Province of Ontario
Queen's Park
Toronto, Canada
M7A 2R9

John Eakins
Minister
Jim Keenan
Deputy Minister



Overview


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Arenas, pools, community centres, parks and other community recreation facilities have been developed to meet the expanding recreation needs of Ontarians. Municipalities, organizations and others depend upon these facilities to support the valuable programs, services and opportunities they provide. Changing work-leisure patterns, an aging population and increased expectations for recreation combine with growing operating costs, aging facilities and limited resources to issue new challenges to recreation facility operators. To help meet these challenges, the Ministry has established the Facility Management Program.

The most important investment you can make to meet the challenges of today and tomorrow, is in the people responsible for your community recreation facilities. The Facility Management Program offers this opportunity. It provides funds for enhancing the technical and non-technical capabilities of facility personnel. This includes facility managers and front-line staff, as well as senior department heads, volunteers and elected officials responsible for community recreation facilities.

The Program will focus on four priority areas. These include developing facility personnel's *financial management, marketing management, physical plant management, and human resource management* capabilities.

This guide contains important information about this program. Further details are available from your local office of the Ministry of Tourism and Recreation.



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What is the purpose of the Program?

The purpose of the Facility Management Program is to enhance the technical and human-oriented expertise of facility personnel. The program aims to provide facility personnel with the abilities to:

- Respond to new or special users needs such as those of the disabled, older adults, youth and women.
- Control costs.
- Protect the public investment in recreation facilities.
- Effectively manage available human and financial resources.
- Increase co-ordination and co-operation with other providers of community recreation.
- Prepare and respond to changing technological, demographic and economic conditions.

The program reflects the recognition that effective development of facility personnel is critical in times of fiscal constraint and rapid change. The individuals who are responsible for operating our community recreation facilities are our most valuable resource. They need to enhance existing and develop new capabilities to maximize the benefits while controlling the costs of community recreation facilities.

While the majority of management development opportunities will originate at the local level, focusing on specific development needs, regional and provincial opportunities will make an important contribution. Whenever possible, co-ordinated and co-operative approaches will be encouraged.

What is The Facility Management Program?

The Facility Management Program represents a comprehensive development opportunity. It recognizes that while facility maintenance staff require development opportunities to effectively carry out their various maintenance, repair and public relations tasks, facility managers and supervisors demand additional development opportunities in areas such as human, physical and financial resource planning. Meanwhile, senior level department heads and elected officials require broader planning, marketing and decision-making skills. Together, these individuals form the nucleus of an organization's facility personnel and the focus of the Facility Management Program.

Who may apply?

Any municipality, incorporated non-profit organization, school board in unorganized territories, Indian Band council, or local service board may submit an application for a Facility Management grant. Non-profit organizations must have been incorporated at least one year prior to application. A resolution by the applicant organization approving the undertaking of the project and the application for the Facility Management Program must be provided.

What projects will be considered?

Projects for the development of facility personnel which meet one or more of the following priorities of the Facility Management Program may be eligible for assistance:

- Financial Management – Projects that provide opportunities to enhance existing or develop new facility personnel's abilities to maximize financial resources, control costs and generate revenues.
- Marketing Management – Projects which provide facility personnel capabilities to increase community awareness and use of community recreation facilities.
- Physical Plant Management – Development opportunities which increase facility personnel's awareness and ability to conserve, protect, maintain and operate community recreation facilities in a cost-effective manner.
- Human Resource Development – Projects which provide facility personnel the opportunity to enhance their ability to work effectively within their organization and their community.

What is the funding formula?

A. Design of facility management training opportunities

The Facility Management Program shares up to a maximum of 75% of eligible costs for the design, development, promotion and testing of training programs and/or resources. Eligible expenditures to be considered include the costs of:

- Professional fees of resource people
- Short-term staff members
- Report presentation and printing
- Demonstration/testing

B. Access to facility management training opportunities

The program will contribute up to a maximum of 75% of eligible costs for the delivery of training programs. Eligible expenditures to be considered include the cost of:

- Professional fees
- Facility/equipment rental cost
- Resource packages and handouts

In addition, the program will contribute to travel and training costs in those instances where local need for training is outweighed by the cost of providing this opportunity. Assistance is limited to travel within the province, with the exception of those identified as representatives of provincial organizations traveling outside of the province on behalf of the organization.

C. Facility management systems development

The program will also share up to 75% of the eligible costs for the design, development and acquisition of specific facility management systems such as maintenance management systems, financial control systems and facility scheduling systems. Computer control systems for energy management should be discussed with the Ministry of Energy. Eligible expenditures to be considered include the costs of:

- professional fees
- short term staff
- software
- testing

Full payment of eligible costs will be made upon ministry approval of the project. Applications for assistance will be accepted up until January 31.

How do you apply?

Financial assistance for facility management projects is outlined below. Please note that the financial assistance is limited to opportunities for community recreation facility personnel as described in this guide. Also, that assistance is subject to the availability of funds. Remember the deadline for applications is January 31.

1. Identify need
You identify a crucial management development opportunity for recreation facility personnel. Your local ministry consultant will be able to help at this stage.
2. Define project
Discuss with your ministry consultant the scope, timing and benefits of the development opportunity. You will need to prepare a "**project description**" which details the project's:
(a) purpose
a clear description of the project, its focus and intended audience is required. You must show what the results of the project will be and how it will relate to the mandate of your organization and facility personnel's needs.

(b) rationale
the ministry encourages applicants to present their facility management projects in the form of a "Management Development Plan." This Plan demonstrates the organization's annual management development strategy and shows how projects seeking funding from the ministry's Facility Management Program relate to this Plan.

Remember that development opportunities should not duplicate or compete with similar available programs. When similar needs have been identified, efforts should be made to co-ordinate projects.

Projects should show their costs compared to their resultant benefits. Wherever possible, benefits should exceed project costs. The intent of the program is to upgrade facility personnel's capabilities to the highest possible degree at the lowest possible cost. You must, therefore, provide a clear explanation of why the project you have proposed is the most cost-effective means of achieving the desired benefits.

(c) management
a detailed description of how the project will be carried out is required. You must identify who will oversee the development of the project. What will be the timing and who will be involved (eg. steering committee, members, resource person.)

(d) budget
a complete budget detailing all expenditures and expected revenues is required. You must clearly demonstrate how financial assistance from the ministry's Facility Management Program will be used.

(e) impact
projects should focus on results. They should produce positive benefits for facility personnel and their organizations. Economic and other appropriate measures should be used to detail these results.

Development projects should lend themselves to, or have potential for, broad applications relevant to many community recreation organizations. You must be able to demonstrate these broader applications.

This is an outline only of the steps in the planning process that relate to financial assistance from the Facility Management Program. For assistance in other steps such as: setting-up a project committee, developing a project description, selecting a resource person, obtaining target audience input, implementation and so on, rely on your ministry consultant.

3. Application

You prepare and your ministry consultant accepts, as complete, the Facility Management Program application form, including a complete project description.

4. Decision

The Minister of Tourism and Recreation examines the merits of your request and informs you of his decision with regard to your proposed project.

The ministry requires that a post-project report be prepared which shows the impact of the facility management project in economic and other terms. Three copies of the resource materials prepared under the project must accompany the post-project report.

Ministry of Tourism and Recreation Field Offices

SOUTHWESTERN REGION

London

255 Dufferin Ave.
Ste. 601
London, Ontario
N6A 5K6
(519) 679-7156

Windsor

250 Windsor Avenue
6th Floor
Windsor, Ontario
N9A 6V9
(519) 256-4919

Kitchener

30 Duke St. W.
4th Floor
Kitchener, Ontario
N2H 3W5
(519) 578-3600

Hanover

427 10th Street
2nd Floor
Hanover, Ontario
N4N 1P8
(519) 364-1626

CENTRAL REGION

Toronto

700 Bay Street
8th Floor
Toronto, Ontario
M5G 1Z6
(416) 965-0286

St. Catharines

15 Church St.
Ste. 404
St. Catharines, Ontario
L2R 3B5
(416) 684-2345

Barrie

114 Worsley Street
Barrie, Ontario
L4M 1M1
(705) 737-3301

Huntsville

114 Main St. E
Huntsville, Ontario
POA 1K0
(705) 789-4448

Hamilton

119 King Street
8th Floor
Hamilton, Ontario
L8N 3Z9
(416) 521-7244

EASTERN REGION

Ottawa

10 Rideau St.
4th Floor
Ottawa, Ontario
K1N 9J1
(613) 566-3725

Kingston

1055 Princess Street
Ste. 304
Kingston, Ontario
K7L 5T3
(613) 545-4350

Peterborough

305 Stewart Street
Peterborough, Ontario
K9J 3N2
(705) 748-3711

Brockville

2211 Parkedale Avenue
Brockville, Ontario
K6V 6B2
(613) 342-5522

NORTHEAST REGION

Sudbury

199 Larch Street
4th Floor
Sudbury, Ontario
P3E 5P9
(705) 675-4346

North Bay

147 McIntyre Street West
2nd Floor
North Bay, Ontario
P1B 2Y5
(705) 474-3821

Sault Ste. Marie

390 Bay Street
3rd Floor
Sault Ste. Marie, Ontario
P6A 1X2
(705) 942-3751

Timmins

22 Wilcox Street
2nd Floor
Timmins, Ontario
P4N 3K6
(705) 267-7117

NORTHWEST REGION

Thunder Bay

435 James St.
P.O. Box 5000
Thunder Bay, Ontario
P7C 5G6
(807) 475-1325

Dryden

479 Government Rd. Dr.
P.O. Box 3000
Dryden, Ontario
P8N 3B3
(807) 223-2271

Fort Frances

616 Mowat Avenue
Fort Frances, Ontario
P9A 3N1
(807) 274-3259

Kenora

808 Robertson St.
Kenora, Ontario
P9N 3X9
(807) 274-3259

TORONTO PROGRAM BRANCHES

Recreation Branch

77 Bloor Street W.
Toronto, Ontario
M7A 2R9
(416) 965-5665

Sports & Fitness Branch

77 Bloor Street W.
Toronto, Ontario
M7A 2R9
(416) 965-4591



Application for a Facility Management Grant

Ministry of Tourism and Recreation

Please Print or Type

Applicant Information

Organization Requesting Grant (Complete all parts)

| | | | |
|------------------------|--------------|---------------------|--------------|
| Applicant Organization | | Contact Person | |
| Address | | Address | |
| City/Town | Postal Code | City/Town | Postal Code |
| Tel - Home () - | Bus () - | Tel - Home () - | Bus () - |

Cheque to be Mailed to: (if different from above)

| | | | |
|-------------------------------|-------------|---------------------|--------------|
| Payee | | Name of Official | |
| Address (include Postal Code) | | Position/Title | |
| City/Town | Postal Code | Tel - Home () - | Bus () - |

Project/Facility

| | | | |
|---------------------------------------|-------------------|------------------------|--------------|
| Traveller Name | Estim. Start Date | Estim. Completion Date | No. of Vets. |
| Specific Location of Project/Facility | | | Postal Code |

Return To:

(Office Stamp Here)

Ministry Use Only

| | | | |
|----------------------------------|-----------------------|-------------------------------------|--------------|
| Applicant Identifier | | File No. | |
| Country | Municipality | Client, Dist. | Consent Code |
| Applicant Types 1 2 3 | Grant Category 1 2 | | |
| Facility/Activity Types 1 2 3 | | Local Code 0 0 0 | |
| Country | Municipality | Client, Dist. | Consent Code |
| Eligible Amount \$ | | Common Object Code 0 0 0 | |
| Amount Requested \$ | | Date Application Received D M Y | |
| Total Project \$ | | Date Application Completed D M Y | |
| Estimated Payments M Y | | Amount \$ | |
| 1 | | 2 | |

Details of Facility Management Project

1. Please provide a brief description of the Facility Management Project to be undertaken: (use additional pages if necessary)

2. Please attach your detailed project proposal showing background, goals, objectives, how you will carry out the project, time frame, who will carry the project, the time frame and budget.

3. Will you select a consultant for use in your project?

☐ Yes

☐ No

(If yes, outline selection process.)

